

2/RBIS
Chrons

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Human Resource System Improvements

FROM:

Director, Foreign Broadcast
Information Service

EXTENSION

NO.

FBIS-0380/86

DATE

1 December 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for
Science and Technology
Room 6E45, Headquarters

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FBIS-0380/86
1 December 1986

MEMORANDUM FOR: Deputy Director for Science and Technology

FROM:

Director, Foreign Broadcast Information Service

SUBJECT: Human Resource System Improvements

1. If there is one message that comes through loud and clear from the senior members of FBIS it is the need for a comprehensive human resource system. It appears to us that it will be of little value to implement what seem to some to be attractive options (such as banding) without viewing them as a part of a total resource system. While compensation is a highly visible and essential element of that system, we should not adopt a single element of a new system until we have had an opportunity to measure its implications on the other revised programs such as recruitment and selection or staff development and training.

2. From a purely FBIS standpoint, we view the issues as follows:

-- We are equally concerned about our ability to offer competitive starting salaries and about compensating those at the high end of the scale. This affects not only retention, but our ability to recruit/retain at levels above nominal entry level; ie, mid-career or higher.

-- We see our ability to recruit limited not only by salary constraints, but by the inability of the Agency to process the people in a reasonable fashion. It bothers us that the improvement goal for recruitment on the vu-graph was "reduced processing time." It would seem to us that the goal should be to maximize the throughput of the system while achieving the shortest possible processing time. Constraining the number put in process to an unacceptably low number just to minimize the time in process is an unacceptable solution.

-- We also place high priority on the ability to provide incentives/bonuses for hard to recruit/retain categories. This not only includes our traditional plea for our linguists, but more and more for technical skills as we move toward the realization of FBIS modernization.

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-- We are collectively convinced that the PMCD process is a major detriment to achieving strong organizations. As currently constituted, they operate procedurally and philosophically in a manner contrary to the concepts of flexibility in the workforce that Agency management desires.

-- We see a newly structured and revitalized training program as an essential element of any comprehensive human resource package. A strengthening of the various career track training programs, including skills maintenance courses, is needed as is the implementation of a strong management training program and a program designed to provide for the "retraining" of parts of our workforce as our skills mix requirement changes over the years.

3. As noted in the first paragraph, if as a part of a comprehensive human resource package banding makes sense, then so be it. At this juncture it is not clear that a program that worked in OC is at all applicable to the bulk of the compensation concerns in FBIS. While not unanimous, this Office cannot endorse an across the board banding concept at this time.



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D/FBIS [REDACTED] (1 Dec 86)

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